

**INTERNATIONAL LONGSHORE AND WAREHOUSE UNION**  
**PACIFIC COAST PENSIONERS ASSOCIATION ORAL HISTORY PROJECT**  
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**STEPHEN HANSON OF ILWU LOCAL 8, PCPA**

**INTERVIEWEE:** STEPHEN HANSON

**INTERVIEWERS:** RON MAGDEN

**SUBJECTS:** 1971 STRIKE; INJURIES; ILWU HISTORY; PORT OF PORTLAND; FARMERS; WEST COAST PORTS; VANCOUVER STRIKE; POLITICAL DIFFERENCES

**LOCATION:** 2013 PCPA CONVENTION, PORTLAND, OREGON

**DATE:** SEPTEMBER 16-18, 2013

**INTERVIEW LENGTH:** 01:19:23

**FILE NAME:** HansonStephen\_PCPA\_2013\_Video\_acc6194-001.mp4

[00:00:00] **RON MAGDEN:** Tell me where you were born.

[00:00:13] **STEPHEN HANSON:** I was born in the Portland area. I was born in a place called the University Homes, which was like a—I don't want to say 'ghetto,' but lower-class housing that the government had built and used for families that didn't have a lot of cash.

[00:00:32] **RON:** And your full name is Stephen?

[00:00:35] **STEPHEN:** Wallace Hanson. My name's Stephen Wallace Hanson.

[00:00:50] **RON:** You must have left Portland. Did you go back? Did you go to California or stay here?

[00:00:57] **STEPHEN:** I went to California when I went in the service but I basically lived in Oregon most of my life. I've gone most places up and down the coast because I like to work in different ports. I've worked in almost every port on the coast, very few I haven't worked.

[00:01:12] **RON:** You were a find, then. You can make comparisons of ports. Are the cultures of the ports that you've worked at that different?

[00:01:23] **STEPHEN:** A little bit on some issues, but, 99 percent of the time, they're extremely similar.

[00:01:33] **RON:** The work ethic or the local's concept of longshoring? The culture itself?

[00:01:43] **STEPHEN:** The culture itself is almost identical. There's a tremendous amount of unity. There's a tremendous amount of respect and love.

[00:01:54] **RON:** What do you attribute that to?

[00:01:57] **STEPHEN:** I believe that it comes from a person having a job that in the beginning was really crappy. And, at that time, to be able to get by, you needed each other. You had to stand by each other. If someone did something to someone in your gang where you were working, the entire gang took exception to it. By the time it was known and realized, the entire ship would have taken notice of it and would have done something about it.

"An injury to one is an injury to all" is something that's basically drummed into us. It's something that we believe in. It's something that is tremendously important to us. When I say, "An injury to one is an injury to all," I don't mean to a longshoreman, either. What I'm speaking about is that if you're a farmworker, and someone takes advantage of you, that affects me. It affects how I feel about the person who did that. It affects whether or not I shop in a store. It affects everything in my demeanor. It affects my life.

[00:03:16] **RON:** When did you come into the longshore workforce?

[00:03:21] **STEPHEN:** 1968.

[00:03:22] **RON:** Do you remember the first cargo you worked?

[00:03:26] **STEPHEN:** Oh, do I ever, yes. The first cargo that I worked—basically, everyone when you start, you get the worst job that there is. Because the people who have hired ahead of you have taken the jobs that they like, that they enjoy. So what's left, when it gets to you, is normally a crappy job.

The very first job I had was at a place called Crown Flour. What it was is what we call "handshake." What is was that the United States government gave flour away to countries, Ceylon, India—they gave it away to places where people were basically starving to death. "Handshake," the reason we called it that is that on the bag it had two people shaking hands.

The sacks weighed 140 pounds. They came in on a board, and there was, I believe, 40 sacks to a board. So you were looking at about 6,000 pounds. What the person would do is build a stack, and you'd put them on your shoulder. You'd build what we called "a table on the floor." Once you got that, then you'd use a four-wheeler. You'd land the board on a four-wheeler because you'd built a ramp out of plywood and wood. You'd pull that four-wheeler underneath, and you'd unload it. Then pull it back out, throw the board aside, then load with the board on there.

The job was absolutely back-breaking. Didn't bother me a lot because I had just gotten out of the service. I'd just got back from Vietnam. I'm, like, 22 years old, and I'm in very good shape. To me, it was fun. But most of the people that were down there were casuals, and they were older than I was. Maybe in their 50s and 60s, and by the end of the day they were basically just dead. They were exhausted. I liked it. The job lasted 14 days. Filled the ship.

[00:05:34] **RON:** How did you know about the job?

[00:05:37] **STEPHEN:** My father was a longshoreman. I had an uncle that's a longshoreman and another brother who's a clerk. So it basically ran in the family. I learned about how the job worked while I was in high school because my father had worked there. I'd listened to him talk about it. I'd listen to him say that the job

was a wonderful job, not because he made money, but because of the comradery that he had with the other people he worked [with] , how they looked out for each other, things like that.

My dad has worked for a place called M&M, which was a Nicolai Door Company [Nicolai Bros. Company] . He worked there for probably ten or twelve years, he hurt his back, he'd been in the hospital. One Friday, they just came in and said, "Oh, by the way, we've sold. You guys are all fired." They handed them their check when they went to work on Friday, and that was it. They had security, pushed them out the door, sent them on their way, and locked the door. That was it. My dad was out of the job, and he had no idea it was going to happen.

That's a lot of why he liked the longshoring so much. Because if something happened in that job, he had a little bit of power. As Leo [Miller] was speaking about today, they controlled the hook. They couldn't do bad things, but they could protect themselves. As a gang, on that ship, there was probably 300 or more people on that one vessel. We had seven gangs on the day side, seven on the night side, and five gangs on the third shift. Our "hoot owl," we called it. That's 19 gangs; each gang has 10 people in the hold that load the cargo. There's three winch drivers for each gang, there's a hatch boss for each gang, there's usually a hatch tender, there's at least two clerks for each gang. By the time you got done, you're looking at 300 people on that vessel between day, night, and third shift.

[00:07:50] **RON:** How long did it take to—

[00:07:53] **STEPHEN:** Took us 14 days to load that ship. It went from the very bottom. Everything was hand-stowed. It was a Victory ship [a type of cargo ship produced in World War II] ; it isn't that big. The reason I know it was 300 people, I look at that as  $300 \times 14 = 4,200$  man-days. It [would take] 4,200 days of one person working to load that vessel.

As a crane operator, before I retired, I would load more cargo on a ship in one shift, more tonnage in one shift than that whole 300 people did in a day. I'd load more with six guys plus four lashers—10 people would load more than 300 people. That's where the mechanization part of it comes in.

[00:08:39] **RON:** You were there right at the beginning of mechanization, weren't you?

[00:08:45] **STEPHEN:** Actually, mechanization started before I did. The first M&M Agreement [Mechanization and Modernization Agreement] , I believe, was 1955, and there were two five-year agreements. So it was implemented by about 1965.

It got going really good in the seventies because of the containerization. Up until that time, like I was saying, the first job I had in the sixties we didn't have a lift machine in the hold to pick it up. That's mechanization, when you have a lift machine. They used a lift machine to bring the cargo to the vessel, but after that it was still hand-stowed. We hand-stowed a lot of lumber. We hand-stowed creosote piling [treated wood] . We hand-stowed sacks, especially peas, different kinds of grain, beets, beet meal . . .

[00:09:45] **RON:** A lot of bulk.

[00:09:46] **STEPHEN:** Yes, we had a lot of bulk. American Mainline came in, and it was all bulk ships.

[00:09:51] **RON:** Portland is mostly known for handling grain. Did you—you must have been—

[00:09:57] **STEPHEN:** Oh, yes. But the grain at that time was considered a good job. I never thought it was good job myself. But they considered it a good job because you could basically work a half-hour on and a half-hour off because they boarded the wheat. Right now you have a square-hatch ship where they just put a

spout in there, and they load. Just pour. [?Cook?] does about 2,200 tons per hour. Some of the bigger ones might go 3,000; some of the littler one might go 1,000 tons per hour.

When we did it, when we first started, you had a board that go from about the end of the wall, and it had two handles on it. It was just a flat piece of wood, maybe 8 or 10 feet long. It curved in, curved back out, and it had a handle here and a handle here. What you did is, they dropped wheat from the top down in a stream. You stood in that stream. When the wheat hit the board, first you would build up a small pile, and you'd lay the board on top of that pile. That's how you got the wheat to go back in the wing. You couldn't just pour because everything had 'tween decks [space between two continuous decks]. So you had to fill up in those 'tween decks first. So they'd hold that board, and they'd put it on that pile of wheat. The wheat would hit the board, and then you could move that board around and aim it and shoot it wherever you wanted it to go. If you were good. I wasn't good enough so I got it to go back, but not as good as a lot of other guys.

But I personally thought it was a horrible job. At the end of your half-hour, you couldn't breathe. You were completely covered. When they would climb out of the hatch—they would wear goggles, to be able to see, you would spit in them, and that would prevent the condensation from building up on the outside so you could see. When they would climb out of that hatch, you honestly couldn't see their features. They would be completely covered from head to toe in dust. They'd get out there; they'd blow themselves off. They'd go sit and wait a half-hour to climb back in that hatch and do it again.

Now, to me, that wasn't a good job. Not at all. I'd much rather work hard and be outside, be someplace where I can breathe.

[00:12:27] **RON:** What cargo did you think was the worst?

[00:12:31] **STEPHEN:** Not a doubt in my mind, there's two things. The worst one by far is hides. Hides were absolutely, just—I don't have a word to describe them, they were so ugly. A truck would come in, and he'd have hides on it. He'd put them on a little two-wheeler, and he run them out into stacks. [paused for interruption]

They'd put them into a warehouse, and then our warehouse gang would come and stack them on the boards. Well, the ship might not get there for, say, a week, two weeks, because they're coming from slaughterhouses and things. They're coming as fast as they can get rid of them. They do salt them, but what would happen is, the salt would start to melt. Then they'd get gooey. I mean, they would drip. You'd start loading them in the hatch just like you would sacks. You'd grab a hold of this 90 pounds of hide, and you'd throw it down on the ground. First you put a sheet of plastic down because they don't want them to get messed up. They would plastic the walls, the sides, the bulkheads. Everything would have plastic on it, and then you'd start throwing the hides down.

As the hides sit there, all this juice runs out. After about a day or two, the juice might be three inches thick. Now you're walking in it. It's everywhere. It's on your clothes, in your hair, on your arms. Everything. My wife got to the point where I'd come home, I wasn't allowed in the house. If I was working hides, I took the gear off out in my garage. If it was really bad, and I'd worn it for a while, it went in the garbage. If it was not real bad, then she would go ahead and wash it. There's many, many times when there might be four of us at lunchtime. We'd head to a restaurant. The restaurants that we're going to are working-man restaurants. They're not anything fancy, they're just a regular working—we'd get to the door; they wouldn't let us in. They'd tell us, 'Absolutely not. You stink so bad, we want nothing to do with you. Stand outside.'

There was one called the Galley. It was right across from Terminal 2. They actually put, during the summertime, picnic tables outside, and that's what it was for. They would take our order, and they'd bring our food outside. We had to eat outside.

The other thing I really didn't like is a thing called blood meal. I really don't know what it was ever used for, but it would come in small sacks. It was blood. It was like . . .

[00:15:41] **RON:** Bone meal?

[00:15:41] **STEPHEN:** Yes, it was kind of like bone meal, but it was red. It stained everything. It smelled kind of bad, but it didn't smell anything like hides. If it got on you, and then it rained, your clothes were red and the red didn't come out. You now had a red shirt, red shoes, red pants.

[00:16:06] **RON:** Any idea where it came from?

[00:16:09] **STEPHEN:** It probably came from slaughterhouses. The only thing I ever thought—I never really checked into it to look—but blood, I think, is really high in proteins. I think what they may have used it for was to mix into feed for animals. Because it wasn't really big sacks. I think probably anything that hits the floor in a slaughterhouse—I used to work in one for a little while when I was in high school—if it hit the floor, it didn't matter. It was still used for something. They collect the blood from hogs, from chickens. On hogs, they actually have a trough where they actually bleed them into. Same thing for cows. The entrails, the feet, the hooves—nothing went to waste. It was all rendered, or something was done with it. Either made into tallow, or whatever.

So they called it blood meal; they said it was blood meal. I just always figured it was dried blood of some kind.

[00:17:12] **RON:** Do you know much about the early history of the port and longshore?

[00:17:18] **STEPHEN:** I know some of it through my dad or through reading. I don't have a personal knowledge of stuff that happened in the '50s, but by being on LRC [Labor Relations Counsel] and involved with the coast and the education committee and different things that I've done throughout my life. I like to read. I've read the M&M Agreement probably 10 times. I've read most books that talk about Harry Bridges, that talk about the IWW [Industrial Workers of the World]. I've always been just thrilled with the IWW, with their history, the things that happened in Everett, the things that happened in Southern California, the things that happened in Seattle.

[00:18:00] **RON:** How about Portland?

[00:18:02] **STEPHEN:** Portland, not so much.

[00:18:04] **RON:** Do you know the name Roscoe Craycraft?

[00:18:10] **STEPHEN:** I've heard it, but I don't know it. Most of what I've ever read was, you know, Everett [Everett Massacre of], Chehalis [Centralia Massacre of]. When they put them in the barge and put them out in the ocean, and, when they came back, they'd shot them. Most of the history is things that I've read in books. I haven't really seen much about the IWW in Portland, other than up in the woods. In the coast range, I know that they had a lot of activity in there.

[00:18:40] **RON:** This is sort of parenthetical. Roscoe Craycraft was a Wobbly in the early twenties in Portland. He was head of it, and became a longshoreman. He was president of the Portland longshoremen in 1934. They got into a real battle, and there was a shooting. They almost killed the U.S. Senator from New York here on the

Portland docks. Roscoe Craycraft was riding with him, and the bullet hit the car. The driver was hurt. His shirt was thrown on the—the mayor's desk. For 40 years, I've been searching for that shirt. It belongs in the Portland hall.

[00:19:41] **STEPHEN:** Have you, by any chance, ever tried contacting the Historical Society?

[00:19:50] **RON:** No, I haven't.

[00:19:58] **STEPHEN:** The old government buildings, they basically tore them down. A lot of the stuff went to the historical society in Portland. A lot went into storage in Salem. A lot of the old government stuff, like the Wayne Morse Papers. I know that anything Wayne [Morse, senator] ever wrote that they saved, they stuck some place. It might be something you might . . .

[00:20:26] **RON:** Just one last parenthetical. There were 13 Portland locals down through history, and the minutes were all saved. Jess Stranahan [Columbia River District PCPA secretary-treasurer] and I xeroxed them, so there's a complete history of this local. It's a very powerful story. They came back again and again; they got whipped again and again, and they kept going.

[00:21:09] **STEPHEN:** Does his wife Lois have them, or where are they?

[00:21:12] **RON:** No, I don't know. They moved halls, I don't remember when, but after I had—

[00:21:21] **STEPHEN:** In 1980. Have you ever looked for them in the library upstairs of our hall?

[00:21:29] **RON:** Yes, actually, I found them in the closet in the old hall and spent three or four days xeroxing. There's a complete set. I had at one time thought about writing a history of the Portland local. I searched for the founders in the cemetery; I hadn't found them yet. But they're here, in [Lone Fir Cemetery].

That's just meant as general background. The hall has a proud history, and the painting on the center wall—we call it "The Legend"—tells the story from the beginning. There are pictures of the first halls, and that picture's one of them—that painting.

[00:22:33] **STEPHEN:** The one down on Vaughn Street?

[00:22:34] **RON:** Yes. But going back through your experiences on the waterfront, your father preceded you. You were probably on a sons' board. How long between being a casual, a B-man, to A-status?

[00:22:59] **STEPHEN:** Casual was very short because when I went into longshoring, they were still using a permit system. What that basically meant is that they had casuals, but only for overflow work. When I started, they gave out basically 300 permits, which is Class B registration. And so, you got to be a casual before that if you wanted to. I could have just stayed away and come right down as a B if I wanted to, but I wanted to know the job a little bit. So I worked a little bit as a casual. Then in November of '68, I ended up getting my B-book, and then I went in.

Actually, it's a cute story about being a B, because Freddy Huntsinger was running for international officer. Wanted to be close to Winnipeg. We had a good idea there was going to be a strike in 1971. I was still permit in '71, and a permit can't vote. What ended up happening, the local decided that 100 votes for Freddy Hunsinger might be a pretty good deal. So they registered us all. There was 100 people who were on permit. So we all got registered, and that way we could vote. So we voted; I imagine most everyone voted for Freddy. He did win, but I don't know if that is the vote that carried him or what. But then, afterwards, PMA [Pacific Maritime Association] reminds them that registration is joint. If you're going to go from B up to A, that has to be

approved. Then the local put us all back on B; we were all permits again after we voted. [laughing] Even at that time, I thought it was kind of cute.

[00:24:54] **RON:** Did you meet Harry Bridges?

[00:25:01] **STEPHEN:** I met Harry a couple times.

[00:25:04] **RON:** When he came to the Portland local?

[00:25:06] **STEPHEN:** I met him in Portland, and I also met him in San Francisco.

[00:25:10] **RON:** He usually got a raucous welcome here, didn't he?

[00:25:13] **STEPHEN:** Yes, he did most of the time. There were issues that Harry came up with. I wasn't ever at those meetings because this was before my time. I know when they first started with the M&M Agreement, it was not loved in Portland. He got booed just about everywhere he went until people started thinking about it and trying to understand and realize that, whether they liked it or not, mechanization was going to happen. You weren't going to stop an employer from buying a lift machine and telling you to drive it. That wasn't going to happen. Mechanization was going to happen, period. I think after a while that people understand that was a good thing.

But there were a few issues that came up that Harry didn't get a good reception. But I believe that probably happened in every local on the coast no matter what. Because one thing about longshoremen is they've always had the ability to voice their opinion. No matter what happens, we always talk, and eventually you listen. Once you decide to listen, then you understand the other person's point of view a little bit. If he listens, then he understands yours a little bit, and you come to a better decision. One thing Harry always said is that, if you give the information to the membership, if you tell them the truth and tell them everything, 99 percent of the time, they will make the right decision. The membership as a whole is brighter and smarter than any individual. So that if you listen, you'll be ahead.

[00:27:11] **RON:** Going down through the years that you've been in the local, president, and you were on the LRC. You know then how the structure inside the union functions. Almost every union has a liberal and a conservative group within the membership. It's not all liberal or all conservative.

[00:27:54] **STEPHEN:** You're absolutely right.

[00:27:56] **RON:** They both have the right to speak their peace. Were the meetings of the Portland local democratic? Everybody got to speak their peace? Did they have controversies, like, say a caucus resolution, this kind of thing? Did the differences of opinion appear at the meetings?

[00:28:27] **STEPHEN:** Absolutely. And they have to. There's no way around that situation because people aren't the same. I am extremely liberal; in fact, I'm maybe at times too liberal, but I'm also extremely militant. At times that's not a real good situation to be. I've got into many arguments with my own local and my own people on issues and things that have happened. Not so much like caucus resolutions and things. But, if you negotiate something, I've always been of the firm belief that it has to be implemented. If we agree to something, whether I like it or not, it's my job to implement it. Because the body as a whole made a decision. That decision, whether I like it or not, is the decision of my membership, and that's what I enforce. There are people who don't believe that, whether they're liberal or whether they're not.

We have, I would say, more conservative people in my local than we have liberal people. But even conservative people can only take so much. After a while, they become a little more militant and they start leaning the other way. If we have a liberal agenda and it goes too far, then I think those people tend to be leaning a little to the conservative side and kind of work their way back. I think it's that way basically in everything. In the political landscape.

You'll do things that, no matter what, whether you're right or wrong, have an effect on people. That effect, after a while, is either good or bad. If it ends up being bad, then you try to adjust to that. You try to make it a little bit better for those people or a little bit less invasive. If people go too far the other way, and they're taking advantage of you or the situation, then you have a tendency to go back the other way.

I believe that the political spectrum doesn't change much as far as politics go; but, as far as unionism and the decisions you make and the direction you take, I think it's ever-changing. It's always moving one way or the other to try to balance things out to where the most amount of people are happy and the best reflection on the people and the job and the things that they do and what they create.

[00:31:47] **RON:** Portland, since 1904, has been a grain negotiation center. Down throughout all of the history. 1904 they had a strike, 1911. It's always set the pace for the whole West Coast. With the latest happenings that are occurring on the waterfront now, although grain strikes have . . . But they've always centered here. Everybody follows the lead of Portland in the negotiations in the ILWU, don't they?

[00:32:39] **STEPHEN:** Yes, absolutely on grain.

[00:32:41] **RON:** And there are no bigger chiselers in the world than the grain operators.

[00:32:49] **STEPHEN:** You have no idea in the world how bad they are.

[00:32:54] **RON:** I need to understand that.

[00:32:57] **STEPHEN:** A very good example, the one that I try to give farmers when I talk to them. A farmer works hard. I mean, he's on his tractor. He may hire people to help him, but he's a working human being. He's out doing what he can do to support his family, to help his environment, to help people in his area and town.

What the grain people do is they grade wheat. Right now Grade A wheat is, say, \$10/bushel. Grade B is \$6/bushel. Grade C, which would have dirt in it—not dirt-dirt, but chaff and crap in it—is, say, \$4/bushel. What he does is he does everything he can to give the lowest grade to that truck when it comes in to the farmer. Then what he does is, he'll take the worst stuff, mix it with the best stuff, and then he'll sell it all as Grade A. So he's cheating that farmer out of \$6 of every bushel—60 percent of what he's earning—he's cheating that man out of 60 percent.

If that doesn't work, then what he'll do is he'll run it through what they call a washer. Now he's cheating everybody because what he's doing now is, he's spraying oil and water on it. Now, a bushel of wheat that weighs 60 lbs, now it weighs 62. Now you put 30 bushels together, and he's charging that guy overseas for 31 bushels. By the time it gets there, the water's evaporated. The guy doesn't have 31 bushels anymore. Doesn't have that extra bushel. The guy over there got cheated out of it. The farmer gets cheated over here. The people make an ungodly, insane amount of money.

A ton of wheat is approximately 35 bushels at \$10. That's \$350 per ton. This is when he's not cheating. He pours 2,000 tons per hour in that vessel. So \$350—now add two zeroes to that. Now you're at \$35,000 and now he's making almost \$100,000 per hour. Part of that is not profit. He's paying the guy to load it.

But I sat down to figure out one time, and they wanted to cut one man from the bulk wheat gang. My brother is—who was showing me this, but otherwise he's a supercargo. If you sit down and figure out the amount of money they pour in a day, what their profit is—I don't remember, but I believe it's well over a million dollars, pouring for the 24 hours. If you subtract one man's wages out of that—and we were figuring his hourly wage plus his benefits cost, which \$10 and something cents per hour—before you figure out how much money that's costing them, there was four zeroes. It's 0.00006 percent. Six ten-thousandths of one percent. But that man is bankrupting them.

They're just flat cheats. They're liars. They—it's hard to explain.

[00:37:09] **RON:** Would you say they have a corner on greed?

[00:37:13] **STEPHEN:** No, I don't believe they have a corner on it. I think the banks are right up there with them. I think there's a lot of corporations—I think Walmart is right up there with them. It just seems to me that anyone who has money isn't satisfied; they want more of your money, or more of her's, or more of mine. It's never the right amount. It's never the right situation. No matter what they have, they feel they need more. The only place that they think they can take it is not through mechanization. It's to take it away from us, to take it away from working class people.

[00:37:55] **RON:** Trace for me, your career. You started in the hold handling sacks and ended as a crane operator. Take me step-by-step as you went along.

[00:38:12] **STEPHEN:** As you said, I started out in the hatch, working in the holds. I'd say it was probably my favorite time on the waterfront. The reason being is the people that you worked with were marvelous. There was so much camaraderie. People protected each other. They sat around; they talked. They associated with each other. It was fun. We laughed; we had a good time.

And then what starts to happen is that, as you move up, you get more qualified and more skilled in areas, you basically get away from those people. You become isolated. There's only one guy in the crane driving. There's only one top-loader. There's only one truck driver. Pretty soon, the people aren't together working. As I came up, I started out in the hatch. I worked on a gang for a while, worked on a night-side gang for a while. As a permit, they basically moved us where they needed us, what they wanted.

My father worked at a place called Shipmasters, which re-coopered things. A lot of coffee and that. So I wanted to work with my dad. Whenever they needed somebody, and it got past the registered people, then they would let me have it if no one else wanted. Well, no one else really wanted it because my dad was a hard worker, and the smallest sack we ever touched was 156 lbs. You'd stack those six high to weigh them. When you re-coop something, it's not in good condition. Some rats peed all over it. Then you cut the sack open and you scoop out the rat pee. Put good stuff here; put a little better stuff here, like that. So I got to work with my father, which I absolutely loved.

After I got done doing that, I liked mechanic work. I used to build race cars; now I just kind of build cars. I have a '47 and a '35. So I've always enjoyed the mechanical side of it. It got to the point where they couldn't cover some of the mechanic jobs that they had, so they'd put me in the gear locker. I worked at Terminal 1 for a while. Then I worked at Terminal 2; then I worked at Terminal 4; then I worked at Terminal 6. I worked basically as a

mechanic. I like to do diesels, and I like to do transmissions and things like that. I basically built things in the shop.

In Portland, we did not believe in sending anything out. If a transmission blew up in a truck, we fixed it. It did not go out. They didn't buy a transmission. They didn't buy something repaired. Starters, alternators, regulators. If it broke, we fixed it. Period. I remember one time a truck—we call them "goats," which is just a small truck that pulls the containers around—a guy rolled it. It was absolute trash. The windows were broke out of it; the top was smashed down. The person didn't get hurt, which was really lucky. They wanted to basically throw it away, and we wouldn't let them do it. We completely rebuilt it. We took the cab off; we pounded out the dents and painted it. They had to pay somebody there. It wasn't something you did constantly. That truck would sit over to the side. If I was rebuilding a transmission, that had to be done right away because it needed to go on the car so that somebody could drive it. I'd work on the transmission, but, if it got to the point where I didn't have anything to do, because the things that I did were already done, then they'd stick me on the truck. So it really never cost them a lot to do extra things and that's why they didn't mind that we did it, that we rebuilt everything.

After the gear locker, I got in trouble. They said that I did some bad things which I really didn't probably do. They couldn't fire me. So what they did is they fired everybody to me. They didn't fire; they just laid us off. I had seniority of, like, 20 people. So they laid off 19 people so they could get rid of me. Then, once they did that, they can't hire those people back. It really hurt the gear locker. Once that happened, I basically arbitrated them because I didn't think they had the right to get rid of me for no reason. They do have the right to hire and fire; but, once they got rid of us, they re-hired people, and they wouldn't let me in the shape-up. That's why I arbitrated. The arbitrator we have is a PMA arbitrator. Our area has a PMA arbitrator, and San Francisco has a PMA arbitrator. Seattle has an arbitrator from the ILWU, and southern California has an arbitrator from the ILWU.

So, anyway, I lost the arbitration, and so I started working back in the hold again. I took over what Leo was talking about this morning—Gang 25. I took over Gang 25. When I took it over, I basically got along with everybody fairly well, so people wanted to work for me. At that time, we had the only gang in Portland that was full. There were enough people that wanted to work with us that there were no openings in our gang. The entire gang was full, including the hold men. So I did that for a while. Then, after that, my partner, who's Ray Burke—that's the one he [sic] called "Velvet"—he had his wench plug because he had more seniority than me. When my turn came up, I took my wench plug, and then we went in the gang together. Then somebody else took over the gang boss job.

Then I worked there for probably 20, 25 years. Driving the winches, crane. Then I started teaching crane operating, and I went to Seattle to teach. I went to Tacoma once. Taught in Portland, Vancouver. Like I said before, I like to travel. So I got along pretty well with most of the people.

[00:44:59] **RON:** Did you ever get hurt?

[00:45:04] **STEPHEN:** Not that I would consider . . . Yes, I twisted my back once, but it got fixed, it was taken care of. I never got seriously hurt, other than I broke a couple bones. I broke one of my toes. That was when I was in the gear locker. I broke both those fingers. [shows his pinky fingers] That was on a lumber job. Guy rolled a bunch of lumber, and it fell down on my hand. Basically, I wore things out. I wore my knees out; I've had both my knees replaced. Got a bad elbow; got arthritis in this shoulder and bursitis in that one.

[00:45:46] **RON:** Hearing?

[00:45:48] **STEPHEN:** I do need hearing aids, but I haven't—

[00:45:51] **RON:** Not there yet?

[00:45:52] **STEPHEN:** Too vain, or something. I haven't got quite that far yet, but I do know I need them.

[00:46:00] **RON:** Do you have children?

[00:46:01] **STEPHEN:** Yes, I have a son who's a longshoreman.

[00:46:05] **RON:** Third generation?

[00:46:06] **STEPHEN:** Yes, he would be third generation. Then I have grandsons. They're on the list, but they're not old enough. Well, they're old enough—I have a twenty-two year old grandson. He's on the list, but he's, like, 1000. They're only up to, like, 30.

[00:46:21] **RON:** The Portland local's had a hard time since the ending of Morse, Packwood. Wasn't that who dedicated all the dredging money? They were the head of the dredging committee in the Senate?

[00:46:41] **STEPHEN:** Yes, Packwood and Hatfield. Mark Hatfield and [Robert] Packwood.

[00:46:46] **RON:** They had the seniority to control the whole thing. And everybody got all upset because they always dedicated all the money to Portland and the dredge.

[00:46:58] **STEPHEN:** Mark Hatfield's daughter is married to a longshoreman.

[00:47:01] **RON:** Oh, is she?

[00:47:03] **STEPHEN:** Yes.

[00:47:03] **RON:** Oh, ok. Has that impacted the Portland waterfront, the fact that they don't have control over the dredging money?

[00:47:16] **STEPHEN:** I don't think so because there's so much money involved in shipping, and the size of vessels—you've gone from a Liberty ship that was probably 80' or 90' wide at the most. I'd say 60' hatches, maybe 80' wide, and maybe 400-450' feet long. You have Panamax ships now that are grain ships that are 1000' long, 180' across. That's like seven of the old ships. And that ship, when it's loaded, needs a certain amount of draft. A lot of the Columbia River is real deep, like 100 feet or better.

Then there are spots, you get around Terminal 6, there's spots around Vancouver, spots on the Willamette River that are maybe at 50-60 feet. Then you have some smaller spots that you have to dredge them maybe from, say, 30-32 foot down to 36 foot or 38 foot. And that usually gets taken care of, and it has nothing to do with us. What it has to do with Maersk [A.P. Moller-Maersk Group] —not so much Maersk, but you take APL [American President Line] or any other shipping venues. They want their ship in and out. They don't want to take the chance of it running aground.

You get the grain ships. Grain ships come in empty and they go out loaded. Well, when they're loaded, in the summertime there's parts of the river that they probably couldn't navigate. So they can't take a full load. You'd only be able to, say, run them down to 28 feet. I don't know what the Coast Guard has—a 2 foot leeway or whatever.

Dredging can be a problem because of the amount of time it takes. If you want to dredge 3 years from now, you probably better start right now. Better start doing the paperwork for the government and the environmental impact statements and all the other stuff. It takes a long time to get that to fruition. So, the dredging could be a problem but it's not been a real big problem right now because of the money that's involved in the shipping industry.

[00:49:33] **RON:** The Port of Portland, the public Port of Portland—it is not as independent as others. It's more of an advisory commission, isn't it?

[00:49:50] **STEPHEN:** I don't think so. I think it's extremely involved, and I don't believe that . . . [pause] A good example would be MTC [Marine Terminals Corporation]. MTC ran the port until about three years ago [when] the company that's in there now came in. Before that it was MTC. But if you've ever noticed, the administration building for MTC is also the office building for the marine side of the Port of Portland. All of the marine people for the Port of Portland are in that building. MTC did not make a decision without contacting those people.

MTC is the one on paper who makes the decisions and runs things, but that's not reality. The reality is the Port of Portland still has their fingers in it. The Port of Portland still makes the decisions. I believe the issue we have right now with the electricians, the IBEW [International Brotherhood of Electrical Workers] —I, in my wildest dreams could not imagine why a stevedore company would care who does the electrical work of plugging and unplugging containers. Why would they care? The electrician doesn't go aboard the vessel to plug them in. There's not a safety issue. There is no issue basically at all. But the Port of Portland for the last 20 years has said, "No. You won't do reefers." And that's when the Port of Portland ran it, before MTC.

The Port of Portland ran it, and then MTC leased it for a five-year lease and then another five-year lease. Then the company that's in there now came in. So, say, 13 years ago, approximately, the Port of Portland ran Terminal 6. Nobody else did. There was no stevedore company there; it was the Port of Portland. Period. The issues that they raised at that time are the exact issues that you're talking about today. I know that they made the decisions when MTC was there. Because MTC would tell us that, "Yes, we'd like to do that. We think you should be able to do it. But John at the Port, or Everett, or whoever, says 'No, that ain't going to happen.' They don't want it. And we work for them." So it didn't happen. If you wanted it, you had to basically arbitrate it.

The only reason the issue ended up being to where it is now on the electricians is Leo arbitrated it. Put in enough claims to where it went to the arbitrator. The arbitrator said, "Yes, you're right. That is your work. It has already made the first point of rest, so that makes it your work. That's your container. It's not the electricians' container; it's yours." The Port of Portland said, "Tough. You can't have those jobs." And so, they went to court.

The other company, no matter what anyone says, I believe is going to do what the Port tells them to do because they want that lease. I don't know what happens now, but I know that, when MTC first got there, they leased to the Port, but they were not paid on the profit they made from Terminal 6. They were paid on man-hours. For every hour a longshoreman worked, they got \$5. So you've got 10 gangs out there working, and there's 100,000 hours in a year; then they got half a million dollars. They had no outlay of their own. They paid the payroll through the PMA because they were a PMA member, but the value of the cost came from the Port of Portland. They got a strict \$5 per hour.

[00:53:48] **RON:** The public Port of Portland was 1911. That's when it was formed.

[00:54:00] **STEPHEN:** I could be wrong, but it used to be the Commission of Public Docks. It changed around 1970. No! It change in 1964. In 1963, it was the Commission of Public Docks; in 1964, it went to the Port of Portland.

[00:54:29] **RON:** What I was really after was, was there ever a longshoreman on that post, at the port commission?

[00:54:36] **STEPHEN:** On the Commission of Public Docks, I don't believe so. I don't know. But there has been at least two that have a seat on it, but, if it comes to a longshore issue, they basically have to abstain. Because it's a conflict of interest. Right now Bruce Holte is on it. I'm sure you know Dick Wise—at one time Dick Wise was a port commissioner; he was appointed to it. I'm not positive, but I think that maybe Bill Luch, back in '73 or '74 may have been on it for a couple years. I know Dick Wise was on it, and I know that Bruce Holte has been on it.

[00:55:29] **RON:** The reason I ask is because both Tacoma and Seattle have used the port—not manipulated, but have cooperated to get more shipping. "Cooperated" is not the right word, but there's an involvement and actually leading the port by sheer personality, in some cases.

[00:56:03] **PILAR:** I'm going to interrupt you real quick. We're almost going on 50 minutes here. You haven't done the '71 strike or retirement.

[00:56:10] **RON:** Let's do the '71 strike.

[00:56:12] **PILAR:** And retirement, too.

[00:56:15] **RON:** We'll get him over that minefield, but first, I agree with you. The '71 strike—were you in it?

[00:56:26] **STEPHEN:** Yes, I was in it.

[00:56:27] **RON:** And in the 2002 lockout?

[00:56:30] **STEPHEN:** Yes.

[00:56:31] **RON:** Can you tell me about the '71 strike? You mentioned before that you knew it was coming. How did you know it was coming?

[00:56:41] **STEPHEN:** Well, we knew it was coming because of the scuttlebutt around my local. Harry [Bridges] and different people would go around and speak at the meetings and basically tell you what was going on. The gist of what we were getting was that they didn't really want a settlement. The Pacific Maritime Association and the employers did not want to come to an agreement. They wanted not so much to take us on, but to basically stifle us and hurt us for a while to where they could get the demands that they wanted. They really didn't want to negotiate; they wanted to basically try to hurt us.

[00:57:35] **RON:** Actually for the public it was a struggle over wages. It was presented that way pretty much. In '71, were you ripped by The Oregonian?

[00:57:52] **STEPHEN:** [laughing] The Oregonian, which is owned by Sam Newhouse [media mogul], went out of their way to run the Portland Tribune out of business, which was the union newspaper. The Oregonian is so anti-union, I have never in my life—and I try my best not to read it much, unless it's something I really kind

of need to read. They've never had a good word to say ever about any union involvement in anything ever. They're as anti-union as Sam Newhouse is anti-union. They might be FOX 12 [a local news channel].

[00:58:35] **RON:** What did you do during the '71 strike? It was over 121 days.

[00:58:41] **STEPHEN:** Total, it was actually a year. We worked for a while, and then we went out on strike. We were on strike a month or so. They put us back to work for the 90 days—Taft-Hartley [the Labor Management Relations Act of 1947, also known as the Taft-Hartley Act] which is anti-union also. Taft-Hartley went in, and then, after the Taft-Hartley ran out, we were still out for another 141 days. It was close to a year, I believe. Maybe a little over it.

First of all, I stood my picket duty. That alone was a wonderful education. A wonderful education. You'd be standing on the picket line, and, even though the papers and the radio was lambasting us, people would drive by and honk. They'd wave. If it was cold out, they'd bring you coffee. They would feed you. Restaurants around there would bring us sandwiches on the picket line. The Auxiliaries, the women, would help us.

We didn't have to do picket duty a lot. I think when I started there was 1,300 longshoremen. So I'd say there was over 1,000. You'd have, say, 100 a day doing picket duty, which meant you did it every 10 days. Or, if it was 200, you did it every 5 days. I don't remember how often it was. But what a lot of people would do is—I was single, didn't have to worry about anything, didn't have a family, 25 years old, not many cares in the world, didn't need much money. So I would stand picket duty for myself; then the next day I would stand picket duty for somebody else, the next day somebody else. A family guy who was trying to go out there and earn some money for his family. I might go out there and stand picket duty for him three or four times. Then he'd be going to work a part-time job somewhere. He would come back, say if my picket duty fell on a weekend, then he would come do my picket duty on Saturday because he didn't have to work. Other people would switch with people. We basically kind of worked it together. Everything worked out fine.

When they put us back to work—I know they didn't do it for us, but it did kind of help us. Vietnam is winding down, so there's Army cargo. We're working that all the time. You don't stop Army cargo. Terminal 4 had a lot of that, and you might get a job, like one day a week. There was enough other stuff—plus there was some grain we did—there was enough other work where people got a little bit. Enough to kind of tide you over, to help you. Like I said, I didn't need a lot. Then, by doing it for other people, then they would stand mine. If I wanted to, I could go someplace. I had a friend who had a farm over in eastern Oregon, and his neighbor had a small pea grainery. They had to tear it down, so me and about 5 other guys drove over there, spent 3 days, and tore the building down for him. For doing that, he fed us, did everything in the world for us, sold the lumber, and gave us the money—didn't give it to us. He gave it to our strike fund. Everybody kind of helped everybody.

One thing that happened during that that really helped us with the farmers in eastern Oregon is [that] the hay season was coming up. I don't know how much twine they used, but they used to bail all hay with twine. They didn't use metal; they didn't have metal scraps on it or the plastic. Well, these guys have to cut their hay. Well, they don't have any twine. All the twine is on the dock. What we basically did is went over to eastern Oregon. We told the farmers, "We can't do it for you. But if you need that twine, you come down. We'll let you go through the gate. We'll load it for you. You can't touch it yourself. We'll load the twine onto your pick-up trucks, and you can leave with it." Which they really appreciated because, if not, all of that hay would have been on the ground and been garbage. They wouldn't have been able to use it. That's something that the officers of Local 8—I had nothing to do with it. I wouldn't have even thought of that—they were far-sighted enough to know that you don't want to hurt the little guy. That farmer had absolutely nothing to do with PMA. What you would have done if you wouldn't have given him that is you would have wrecked his livelihood and hurt his family. That's an injury to one is an injury to all.

[01:04:05] **RON:** You were on the waterfront how long?

[01:04:08] **STEPHEN:** 42 years.

[01:04:15] **RON:** When did the decision to retire come to you?

[01:04:19] **STEPHEN:** Actually when my doctor told me that my legs weren't any good anymore. Actually, I told you before that I hadn't really been hurt. I was in a crane, and I tripped over the door jam getting out. I'm 130' in the air, and the only thing that kept me from going over was the railing. I tripped, I fell, and I hit the railing with my underarms. What I did, I twisted one knee really bad, and that was it. But I have wonderful medical [insurance], and they're both mechanical now.

[01:04:58] **RON:** And you knew all along about the benefit package?

[01:05:04] **STEPHEN:** Yes, I'd worked with that. I helped our people; I've helped people with retirement. I've either been some kind of an officer in our local and an officer of some sort on the coast, either in the national executive board—I was the chair of the budget committee, took care of the International's money for 10 years. Education committee. Little bit of everything.

[01:05:34] **RON:** Did you work with a lot of presidents of the ILWU? Did you work with Harry [Bridges]?

[01:05:38] **STEPHEN:** I've worked with every president since Jimmy Herman.

[01:05:42] **RON:** Did you work for Jimmy [Herman]?

[01:05:43] **STEPHEN:** Yes.

[01:05:46] **RON:** Quite a guy.

[01:05:48] **STEPHEN:** Yes, very, very nice guy. Harry Bridges' right arm.

[01:05:53] **RON:** Yes, and I liked him very much.

[01:05:57] **STEPHEN:** Good man, good heart.

[01:05:58] **PILAR:** We have 14 minutes left of the battery. And we're up to an hour now.

[01:05:58] **RON:** We'll probably re-do it, shut it down and . . .

[01:05:58] **STEPHEN:** Well, we can just talk! We don't have to record anymore! [laughs]

[01:05:59] **RON:** Just a second . . .

. . . you wanted to be a longshoreman?

[01:06:01] **STEPHEN:** No, actually I had to think about it kind of, other than about my dad. I wanted to be a longshoreman because my dad was down there. But the decision I had to make is the wages were absolutely crappy when I started. I worked at Fred Meyers. I've paid Social Security since I was 13 years old. My mom and my dad believed in working. I've had a steady job since I was 13, one thing or another where I actually had to pay Social Security.

When I was coming down onto the waterfront after I got back from Vietnam, I had worked at Fred Meyer. I was a box boy. I made \$1.84/hour. I was going to learn to be a clerk, so I had a choice to make. I could either stay with Fred Meyer and go to clerk school. Then my wages would have went from \$1.84 to \$2.44. It was like 50 or 60 cents more. Longshoring paid \$1.88, but there was going to be a 50 cent raise in another year, in 1968 or 1969. So the wages would have been about the same. But longshoring paid six and two, so I got two hours of overtime. I got nine hours' pay versus eight hours' pay. The money ended up being a little bit more, but what really made the difference to me was that my dad worked down there. I wanted to work with my dad.

[01:07:37] **RON:** How long did you work with your father?

[01:07:39] **STEPHEN:** I worked with my father for probably five or six years at Shipmasters. Even after I got registered, I went and worked at Shipmasters with him for a while. But then I finally talked him into quitting Shipmasters because the guy took advantage of my father something horrible. My dad at that time was 57, and I talked him into going into the old man's board, which is a board that sets sticker—

[01:08:04] **RON:** Lines work—

[01:08:06] **STEPHEN:** No, it doesn't do lines work, not in Portland. We have our own lines people. But they ride of lift proceeds and they set stickers under the two by fours, or they pick stuff up. They do some cleaning. It's not a really manual, physical job. What my dad did his whole life is he worked hard. He threw those 156lb sacks of coffee all day long, eight hours a day. I've heard stories from people that would come and talk to me. He'd work them to death. He was like 60, and he's working these young kids to death.

[01:08:48] **RON:** You say you've worked on almost every port on the West Coast.

[01:08:52] **STEPHEN:** Just about.

[01:08:54] **RON:** Overall, pretty much the same. There is that much difference between, say, a small port like Vancouver [, Washington] and a big one like Portland?

[01:09:07] **STEPHEN:** Absolutely not. The only difference is choice of job. Every local has things different about it. Tacoma's a good example. When you hire in Tacoma, there's benches. You sit down, you keep your mouth shut, they hand you the pad, and you choose your job. You don't question; you don't talk. That's the way it is. That's been their rule for 100 years, however long. That's how they do it. That's their rule. That's different than I hire. But that doesn't make their way wrong or my way wrong. It just makes it different.

The only thing about every port I've ever been in, other than choice of job—if I'm in Newport [, Oregon] , the only work in Newport's logs. So the only job that was available for me was working in the hatch of a log ship, which I love. If I go to Tacoma, I work tote. I work container ships. I drove crane in Tacoma twice. So there's a different type of job there, but everything's the same. The thing I want to get across more than anything else in the world I've ever, ever cared about is I have never gone to a port that they weren't nice to me. There may be some casual over in the back who's upset because I'm taking a job that he may—could have had. Because I'm not from Aberdeen [, Washington] , or I'm not from wherever port I was in. That casual looks at me, and he's only getting one day a week.

Sometimes it would bother me enough—Coos Bay [, Oregon] is an excellent example. I'd go down to Coos Bay, and, if there was a lot of work, I'd take a job. If I'd get down, and I see three casuals I know hadn't worked in a week, and I was going to get the last job, I wouldn't take it. I'd go home. And the only difference is that you're treated nice everywhere. It's beyond me that everyone can be so nice. It just absolutely floored me when I think about it. I've never ever went to a port—I've worked in L.A., San Francisco, Hueneme [, California] ,

San Diego, Coos Bay, every port in Oregon, probably half of them in Washington. Some of the upper ports, I've worked in Olympia, Aberdeen. I have not worked in some of the small log ports in the north end because they don't ever have any work. I have actually had some of them call me at home because they knew my goal before I retired was to work in every port on the coast. Timmy and some of the guys up in the northern ports were with me on the budget committee—if they thought there was a possibility I'd get a job, they'd call me at home. They'd say, "I'm not sure, but I think, if you want to drive up, I think you'll get a job." I've done it once or twice, and I did get the job.

[01:12:22] **RON:** Do you know anybody else who ever did that?

[01:12:25] **STEPHEN:** Absolutely not.

[01:12:27] **RON:** I think I've heard of you somewhere in that regard. What about the bib overalls? How long have you worn them?

[01:12:37] **STEPHEN:** I've worn them for a long time, and it's mostly because I'm kind of a farmer. I have animals. I raise my own beef. I have property. I happen to own a tractor. I do plow fields. It's just I feel comfortable in them. They're kind of me. If I'm at the coast going to some kind of a fancy meeting or dinner, I do have suits. I have pictures of me, which very few people believed—I was back in Washington, DC here about five or six months ago. I wore a suit every day except one.

[Ron laughs.]

If I need to wear something different, I have no problem wearing it. But I'd much rather feel comfortable. I know people that are at caucuses and conventions like this that I've never seen without wearing a pair of shorts. I can think of at least four or five people that I've never seen them other than in shorts. Never. They're not Hawaiians, either. They're longshoremen. Bruce Holte's one. I've never seen Bruce—that's not true. I saw him at a Port of Portland meeting once. He's on the port commission, and he did have a suit on that day. I've never seen him not wear shorts, other than that one time. Tommy, from southern California, I've never seen him other than wearing shorts. Ever.

[01:14:16] **RON:** Did you ever have political ambitions?

[01:14:19] **STEPHEN:** I have had my political ambitions fulfilled completely. I never wanted to be a coast committeeman. I never wanted to be the president. I don't want to be the vice president. I don't want to be an international titled officer at all. I have absolutely no desire for it. I would much rather be the chairman of the budget committee and just sit back and do the things I like to do.

I love to arbitrate. I've arbitrated in front of [Sam] Kagel twice, and I've won them both. I probably have won more in front of Jan Holmes, who's our area arbitrator, than anybody else other than Leo. Like I said this morning, Leo's prepared, and Leo's good. He's articulate, and he's good. I've done all the things I want to do. I can't think of anything that I wish I'd done that I didn't do. Ever.

[01:15:24] **RON:** Did you know Big Bob [ILWU president, Robert McEllrath] before he went down?

[01:15:30] **STEPHEN:** Yes, I've known Big Bob since 1973, I think, or 1974. We were in jail together.

[01:15:38] **RON:** In jail?

[01:15:41] **STEPHEN:** There was a scab dock in Vancouver [, Washington] . They called Portland one day. They asked if somebody would come over and help them picket this dock. Being the fool that I am, I hopped in my car, didn't work that day, and I drove over to Vancouver to the dock.

Well, I don't know how it happened or what started it, but the people on the other side of this fence started basically badmouthing longshoremen and saying things. I got mad. Some other people got mad. We went inside under the dock, and we pushed over all the lumber. Just destroyed it all. Not destroyed, we pushed it over, which broke the bands, which scattered everything everywhere. They called the cops.

We had just honored the picket line and went out for the Portland Police Department and the Vancouver Police Department. When they got there, they did arrest us. They arrested me, Bob, and another guy because we were still there pushing lumber over. Took us to jail and basically told us that, if we went back and fixed the stuff, nobody would charge us. Well, as I said, my dad worked at Shipmasters. Well, that's what we did. We bundled stuff, broken things, we fixed. If somebody peed on a sack of coffee, we'd fix it. That's what that place did. It fixed things that were bad. So we agreed to that. About 100 longshoremen showed up there the next morning. We stacked all the stuff, banded it back together. They shut down the dock and hired longshoremen that very day. They figured they didn't want anymore to do with us.

[01:17:31] **RON:** Did you serve any time in the jail?

[01:17:33] **STEPHEN:** No, no. they didn't charge me. Right, they arrested me, and they charged me when they put us in jail. I had to show up at a hearing that afternoon. That's when the police said, "We know that it was a heated thing and this is going on. The people who owned the place agree to do this, this, and the other thing if you guys will repair it." So we did.

[01:18:09] **RON:** Appreciate your coming. I think you need to be down there. You are a great host. And a unique emcee, too.

[01:18:20] **STEPHEN:** It's kind of like what I was telling Mike [sic] . He's, I think, a lot like me. You feel what you say. It's important to you. It's not like a monotone. It's not something you just say because it's what you expect someone to want you to say or to hear or whatever. What you say comes from your heart. That's just how it is.

[01:18:49] **RON:** I thought you were great, and I enjoyed hearing you.

[01:18:52] **STEPHEN:** Thank you.